

Stimulus

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Response

1946 President requested daily summary of current intelligence on all source basis. NSCID provided authority.

1946 Respond to President's request

1946 Office of Reports and Estimates (ORE) begins publication. Daily Summary, Weekly Summary, special papers and memos, briefings for DCI and others.

1946 State complained about CIA usurping State's reporting functions.

1946 -

1946 Changes made in contents of Daily Summary

1947 ?

1947 ? To improve estimating function?

1947 Monthly Review of World Situation begins publication (a running estimate)

1949/50 Berlin Airlift, demand for interagency info

1949/50 -Coordinate info with State, etc.

1949/50 Berlin Handbook prepared

1950 Korean war breaks out

1950 Respond to increased reporting requirements

1950 Much discussion of CIA's functions, much shifting around of office responsibilities, Current Intelligence generally subordinate part of Estimates function. Personnel? Publications?

1951 Much discussion in Washington and CIA

1951 Improve CIA's operations, especially in regard to study of Soviet capabilities and intentions (indicators)

1951 Office of Current Intelligence formed, with Policy and Liaison Staff, Soviet Strategy Staff, Situation Room Division. Free World personnel subordinate issue. Office assumes responsibility for special intelligence. Publishes Daily Summary and Situation Summary.

1951 Complaints voiced re departmental intell and compartmented publications-supplements

1951 Achieve all-source national intelligence mechanisms and publications

1951 ORE/OCI develop coordinated all-source publications. CIB and CIWR come into existence.

1951-60 ?

1951-60 ?

1951-60

1952 DCI briefs NSC

1952 Support DCI

1952 OCI prepares briefing drafts, and analysts discuss with DCI.

1953? Korean war aftermath stimulates White House interest in Asian countries. White House requests briefings

1953? Comply with White House request

1953? Briefings on Korean situation First country briefing by OCI at White House (on India) These subsequently developed into regular briefings by OCI staff briefers on weekly basis. OCI establishes regional divisions, Soviet, Far East, Near East, Western

1953 Same as above?

1953 Respond to increasing commitments

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Response

Stimulus

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1953 Iranian crisis, Mossadeq nearly deposes Shah, nationalizes oil.

1953 Keep US govt alerted to developments

1953 GTI branch handles with own capabilities

1953 ?

1953 To produce long-range, detailed research on Communist China

1953 25X1A

1954 Formosa Straits crisis

1954 Respond to demands for info

1954 OCI furnished DDI [redacted] to furnish materials for Presidential briefings [redacted] 25X1A

1954 IndoChina war goes hard for West

1954 Same as above

1954 Proto-task force established [redacted] publishing a weekly

1954 EDC goes out window, Mendes France takes over.

1954 Same as above

1954 Proto-task force, much crash publication 25X1A

1954 DDP begins to request special studies by OCI personnel

1954 Comply with DDP request

1954 [redacted]

25X1A 1954 Request for OCI [redacted]

1954 Comply with request

1954 [redacted]

25X1A

1956 Arab-Israeli tension, Suez invasion, Soviet arms aid to Egypt

1956 Respond to increased reporting requirements, provide national intelligence on effect of Soviet arms aid.

1956 Interagency coordinated Arab-Israeli Handbook makes its appearance

1956 India's general elections present reporting problem

1956 Develop interagency requirements and reporting system

1956 OCI sits on interagency committee chaired by State (initiative was OCI's)

1956 Hungarian rebellion

1956 ?

1956 ?

1956 OCI develops specialized TDY tours

1956 -

1956 [redacted]

1958 Iraqi revolution

1958 ?

1958 Handled by GTI branch within own staff.

1958 Algerian revolt

1958 ?

1958 Handled by AF within own staff.

1958 Second Formosa Straits crisis: [redacted]

1958 Respond to request

1958 [redacted]

25X1A

1958 President Eisenhower budget cuts

1958 Reduce expenditures and personnel

1958 OCI plans to expand China studies stymied.

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Stimulus	Mission	Response	
1960-63 Congo problems, African independence movements reach fruition	1960-63 Meet reporting requirements	1960-63 [redacted] later taken over by (th IR or staff) Crisis handled within branches.	25X1C 25X1 25X1C
1961 Hillsman desires INR to be small, select group	1961 Assume burdens of NIS production	1961 CIA assumes NIS responsibilities; OCI accepts partial responsibility and personnel at later date.	25X1A
1961 Bay of Pigs invasion	1961 Assume burden of reporting	1961 Cuba Task Force established. Publication	
1961 McGeo. Bundy request for independent review of US Congo policy	1961 Comply with request	1961 Paper prepared by [redacted]	
1961-62 Berlin situation heats up	1961-62	1961-62 Berlin Task Force established; handbook sitreps	
1961ff Scientific advances in intelligence collection and processing begin	1961 Incorporate new material into intelligence production	1961ff New analytical duties, new briefing responsibilities, new publications	
1961ff President Kennedy emphasis on economy and youth	1961 Respond to Presidential directives	1961 Increased emphasis on use of JOTs? Budget limitations?	
1962 Cuban missile crisis	1962 Meet additional reporting responsibilities	1962 Cuban Task Force renewed? OCI chaired Ad Hoc committee on arms buildup. World reaction reporting task force established. Cuba Handbook prepared. Reorganization of Watch Office and Ops Center? GGS?	
1962 Laos Conference (Geneva)	1962 Support	1962 [redacted] cable support	25X1A
1962-64 Additional DDP requests for OCI personnel to undertake special tasks	1962-64 Comply with DDP requests	1962-64 [redacted] Special daily Cuba report prepared for DDP and outside subscribers	
1962 White House request for world reaction on US nuclear test resumption	1962 Comply with White House request	1962 First world reaction memorandum prepared	
1962 Eighteen nation disarmament conference opens in Geneva, support requested	1962 Comply with request	1962 [redacted] cable support from OCI.	

Stimulus	Mission	Response
1962ff DDP request for OCI personnel to attend [redacted]	1962 ff Respond to DDP request 25X1A	1962 ff [redacted] to attend meeting, has attended regularly since then.
1962? President Kennedy expresses increased interest in counterinsurgency	1962? To develop greater Agency interest and reporting on counterinsurgency	1962? Commencement of counterinsurgency memos, attendance at Interdepartmental Seminar relations with Special Group (CI), etc.
1963 ?	1963 ? 25X1A	1963 [redacted] begins to attend Latin America Policy Committee meetings, contingency planning
1964 Governor Harriman request for policy review on Panama	1964 Comply with request	1964 Special review prepared by OCI, evoked much interest, Presidential speech.
1964 White House request for study of Chinese activities in Africa	1964 Comply with request 25X1A	1964 Report prepared
1964 DDP requests OCI assistance [redacted]	1964 Comply with request 25X1A	1964 [redacted] 25X1A
1964 Congo situation heats up again	1964 Increase reporting on subject	1964 Daily sitrep established [redacted] later changed to weekly sitrep
1964 Cyprus crisis erupts	1964 Increase reporting on subject	1964 GTI handles inside branch, task force alerted but never used.
1964 Dominican crisis	1964 Increase reporting on subject	1964 Dominican Task Force formed.
1964 President Johnson emphasis on economy	1964 Hold down TO and expenses	1964 ?
1964 ?	1964 To coordinate NIS and long-range research	1964? SAR/OCI established. 25X1A
1964-66 State invites participation by OCI on policy planning and contingency committees	1964 Assist State in forming policy	1964-66 OCI staff officers assigned [redacted] 25X1A
1965? DCI expresses interest in daily press briefing	1965? Respond to DCI's request	1965? News analysis officer established, spot analysis on news provided to DCI and others.
1965 DIA requests more counterinsurgency effort in NIS production	1965 Respond to DIA's request	1965 New expanded Section 57 established

Stimulus

Response

1965 Latin American situation heats up	1965 Reflect situation	1965 OCI paper on instability in LA got to President and LA Contingency Planning committee got to work immediately.
1965 DDP request for OCI personnel to perform special task	1965 Comply with DDP request	1965 25X1A
1965 Indo-Pakistani war in Kashmir	1965 Increase reporting on situation	1965 Kashmir Task Force established; sitreps thrice daily; special memos
1965? Vietnam war reaches major proportions	1965 Participate increasingly in intell production	1965 OCI personnel to Saigon to staff intell production units. Vietnam Task Force in action. Publications, briefings.
1966 Sino-Soviet split and Chinese menace reach major proportions	1965 Improve OCI reporting capabilities	1966 China Task Force established. Far East area reorganized, personnel added.

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19 October 1966

25X1

[REDACTED]

Here are preliminary studies on the OCI history project, which probably ought to be fleshed out still further by you and your staff and by knowledgeable persons in various divisions and special outfits - particularly the Soviet people, and Military Division.

The first study is functionally arranged - i.e. by subjects, tentatively grouped according to the manner in which they might eventually be written up. Subjects can be treated individually or in groups as desired. For example, the history of White House briefings could be written up as an individual paper, or alternatively as a paragraph or two in a larger chapter on OCI Briefings, or in both forms. I am sure that other people will think of interesting subjects which could be added to my list and feel that their contributions should be received before any final decision is made on what will be written, by whom, and in what order of priority.

The second study is chronologically arranged. When completely fleshed out, it should contain somewhere in it all the subjects or items mentioned in the functional study. One purpose of this study is to discover when certain things were first undertaken and when they were dropped; the reasons therefor can then be determined by a study of events in other agencies of the government or in the outside world. Another purpose is to show bulges of activity, when OCI was undertaking very heavy commitments, with or without additional personnel. For instance, you will note on the chart that 1954, 1962, and 1964 seem to have been years of much greater activity than some others. This may or may not be valid, but it should point research in certain directions. This study should also show that certain projects were successful - i.e. calls for similar projects were repeated in ever-increasing frequency, or continued regularly throughout the years from the date they were first instituted.

I suggest that you circulate these studies, let me collate additional suggestions that you receive, and only then make final decisions on who should write what, in what order, at what time.

I await your pleasure.

25X1A

Personnel - A dispassionate study of the nature and changes in the OCI organization over the years, to be compared later with the nature, number, and quality of OCI's verbal and written productions.

Number - has OCI grown, decreased, or remained the same in size over the years? Why?

Age - Is OCI older as a whole than before, does it have a norm, does it conform to general US government practice?

Character of personnel - what is the pre-EOD training of personnel hired by OCI, any changes in character of personnel taken on? Level of expertise at EOD.

Turnover - how does OCI compare with other components of CIA, US govt? What is average length of service? Is OCI developing more expertise with passing years or does attrition, rotation, and promotion result in a plateau?

Time on job - related to expertise, what is relationship of time in CIA to time in OCI, to time on present job (some persons with long employment may be new or inexperienced in present jobs)?

Organization and reorganization - changes in emphasis in OCI as reflected by changes in staffing or organization of branches, divisions, areas, special groups.

Recruiting practices - including senior officer tours to colleges (e.g.)

25X1A

Include

Graphics

25X1A

Printing services

Special security -

SAR/OCI

Training - a study of the attempts made to improve the quality and expertise of OCI personnel after they have been employed - i.e. on the job training.

Training prior to EOD - a base point, compared over the years

Training given by OTR - what changes have taken place in nature, extent, quality of on job training offered by OTR? What is OCI's participation in OTR training as compared to other CIA offices? Value of?

University training - OCI participation in university language and area training courses, increase or decrease over the years? Value of?

Foreign Service Institute - Mid-grade Seminar, Senior Seminar

Service colleges - War College, Army, Navy, Air Colleges, Industrial College

Interdepartmental (Counterinsurgency) Seminar

Rotation tours with ONE, DDP, etc

TDY orientation tours

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PCS intensive area familiarization tours (such as [redacted] in lieu of

25X1A

War College assignment)

25X1A

Specialized tours [redacted] tour of [redacted] in

25X1A

1960, [redacted]

25X1A

25X1A

Attendance at scientific and learned society meetings

Advanced Management Training Course (Managerial grid)

Comments on in-branch training given by immediate supervisors

25X1C

Joint War Games Agency - participation in war games

[redacted]

Production - a study of OGI's verbal, written, and cable production over the years, compared with studies of OGI's personnel TO, its expanding missions, etc. Designed to show to what extent, and how, OGI has responded to missions placed on it and the extent to which Washington and the world community have indicated increased interest in OGI's product. Study should include comparative statistics showing growth of subscriber lists over the years.

Publications

CIB

CID

CIWR, CIWS

Daily sitreps during periods of crisis - Cuba, Dominica, Kashmir, Vietnam

Handbooks on critical areas - Arab-Israeli, Berlin, Cuba

Handbooks prepared for [redacted]

Memoranda - of infinite variety and scope

World reaction memoranda - a more or less regular series by now?

Long range intelligence studies [redacted] Berlin, Bulgarian partisans, 25X1

Security of India's Himalayan Frontier

Factbooks

NIS publications

Counterinsurgency papers

Special papers - [redacted] mechanization (for the future study)

Graphics

Regular, special, nature, number, improvements in, technical advances in

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Briefings

Inside CIA

DCI (Raborn) country briefings by OCI analysts

NSC Briefing warmups (with Allen Dulles)

25X1A

Trips abroad with DCI [REDACTED]

25X1A

25X1A

[REDACTED] briefings of Office of Security, Personnel, and R & S.

DCI speeches to war colleges, press, groups receiving honors

Outside CIA

Regular White House briefings by briefing staff

White House country briefings (from 1952? [REDACTED])

25X1A

White House special crisis briefings [REDACTED]

25X1A

Ex-Presidents and Presidential candidates [REDACTED]

25X1A

Selected Congressional candidates [REDACTED]

25X1A

25X1A

Special groups or people [REDACTED]

25X1A

Congressmen on personal basis [REDACTED]

(OCI analysts)

Congressional standing committees - House Appropriations, Senate Preparedness,

President's Foreign Intelligence Advisory Board [REDACTED]

25X1A

25X1A

Government agency heads or senior officers [REDACTED]

(OCI analysts)

Travelling business groups

25X1A

Press briefings and review of articles [REDACTED]

(OCI analysts)

25X1A

Army Strategic Intelligence School [REDACTED]

Various service schools - numerous OCI officers

Foreign Service Institute lectures to outgoing officers [REDACTED]

25X1A

Foreign visitors in Washington [REDACTED]

25X1A

Reserve officer detachments in Washington

Outgoing ambassadors and service attaches

Office of Emergency Planning [REDACTED]

25X1A

18-Nation Disarmament Conference [REDACTED]

25X1A

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Cable Briefings - nature and development of, popularity of, high level of, etc.

Cable support for DCI and DDI trips

Daily and weekly briefings of DDP field stations, DDI Reps

Special request briefings for DDP stations and DDI Reps.

Cable support for President's trips

Cable support for international conferences - ENDC, IndoChina

McNamara, Harriman trip briefings

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Liaison - growth and development of relationships with allies and US govt. agencies :



25X1C

Attendance at State Dept staff meetings

DDI Representatives abroad

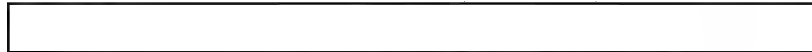
Disarmament Intelligence Officer



25X1A

25X1A

OCI representatives



OCI representation at DDI regional reps meetings (under



1963-65)

25X1A

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Relations with other offices

Inside CIA

ONE - coordination of estimates

ORR

OST

OCR

DDP

25X1A

25X1A

Outside CIA

The White House relationship

State - a special feature is participation by OCI personnel in interagency Policy Planning and Contingency Planning groups at State's request. This began in early 1950's and continues to present day. Participants have included

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Pentagon

McNamara papers

Other IAC agencies

USCIB

Special Group (CI) and successors

Non-IAC agencies - including briefings of top personnel

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the development of the Watch Office and the Indications business

Watch Office

Situation Room

Operations Center

Indications Branch, Military Division

National Indications Center

Watch Committee

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Sources and techniques - development of sources and techniques, improvements therein,

specialization of

Collateral

Special

Liaison

Scientific

Mechanical - speed and accuracy

Task forces - development of (first in Jan 1952 to handle crisis reporting in

coordination with O/NE, Cuba 1961-62, Dominican Republic and Kashmir

1965, China 1966, Indo-China and Vietnam 1954-66

Briefing staffs

Sitroom staffs

21 November 1966

25X1A

MEMORANDUM FOR:

Chairman, DD/I Historical Board

THROUGH: Director of Research and Reports

SUBJECT: ORR Proposals for Historical Studies

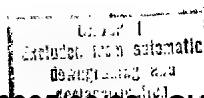
Attached as requested are proposals for an overall survey of ORR's history and for a series of more specialized studies of particular activities of significance in the history of this office.

ORR Member
DD/I Historical Board

25X1A

Attachments: a/s

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The Office of Research and Reports, 1953-1965

A survey of the major developments in the mission, organization, and research activities of ORR. Will summarize briefly the early history of the Office but will emphasize developments during the twelve year administration of the proposed author, Otto E. Guthe, 1953-1965. Will place in historical perspective major programs of the Office such as the production of geographic, basic, and photographic intelligence which have developed into independent activities, but will leave detailed treatment of these activities to the histories of these organizations. Major attention will be given to the contribution of the Office to economic and military-economic intelligence production in the light of changing community requirements for policy support. Will also comment on the problems of planning, directing, reviewing, and coordinating finished intelligence production.

a. Prospectus

- 1) Brief historical introduction
- 2) Mission
- 3) Organization
- 4) Personnel
- 5) Activities which have matured into independent offices --
OBI and NPIC
- 6) Major contributions to intelligence community
- 7) Adaptation to community requirements for finished intelligence
- 8) 1965 in contrast to 1953
- 9) Problems in the planning, directing, reviewing, and coordinating the production of finished intelligence production

b. Author:

Otto E. Guthe
Six months, January - June 1967

c. Review:

D/ORR and DD/ORR

The Development of Economic Intelligence, 1948-1966

Will survey the development of economic intelligence from the organization of the Agency to the present, with emphasis on the changes in objectives, sources, methods, intensity, areas, aggregation, consumers, and other pertinent characteristics. It is planned to highlight particularly the sharp increase in policy support and methods devised to produce studies which further this objective. Would emphasize method and substance rather than formal organization.

a. Prospectus

- 1) Early concepts -- inventories of ignorance
- 2) Industry research
- 3) Economic aggregation
- 4) Growing provision of policy support
- 5) Changing customer requirements
- 6) Trends in production
- 7) Sources and methods
- 8) Personnel, recruitment and hiring
- 9) The planning, direction, control, and review of economic intelligence production
- 10) Current problems and policies

b. Author:

Deputy Director, ORR
Six months, January - June 1967

c. Review:

D/ORR and Ex/PS

ORR Research in Support of Economic Defense, 1949-1966

A history of the efforts of ORR to provide intelligence support to the trade controls program. Will indicate the kinds of support provided, the changing nature of the support required, the impact of the support on the program, and the recent requirements for intelligence assistance in analyzing the effectiveness of the program itself, such as support to the President's Special Committee on US Trade Relations with East European Countries and the Soviet Union (Miller Committee).

a. Prospectus

- 1) Relationship of ORR research effort to the COCOM and US economic defense program
- 2) Organization
- 3) Personnel
- 4) Trends in kind of support required and provided -- e.g., fact sheets, list reviews, examples of major cases, and changes in scope and controls
- 5) Impact of the support program in the implementation of US policy 25X1
- 6) Problems in fulfilling support role
- 7) Evaluation of the support program
- 8) Supporting policy makers in evaluation of the controls programs -- e.g., Miller Committee, Eugene Rostow, Rusk (effectiveness of US and Western controls to counter possible Berlin blockade).

25X1

b. Author:

January 1967 to retirement (April 1967)

c. Review:

D/ORR, DD/ORR,

25X1A

Development and Present Status of the Economic Intelligence
Committee (EIC) 1951-1967

Will trace the course of the EIC and its subcommittee structure, showing changes in the scope and nature of its activity over time. Will also assess its contribution to the production of coordinated economic intelligence and its role in providing policy support such as the evaluation of the effectiveness of the trade controls against China and the potential impact of a China blockade.

a. Prospectus

- 1) Origin
- 2) Mission
- 3) Organization
- 4) Personnel
- 5) Development of Subcommittee structure
- 6) Trends in major activities
- 7) Contributions to the development of economic intelligence
- 8) Current status
- 9) Problems

b. Author:

Six months following retirement

25X1A

c. Review:

Otto E. Guthe, D/ORR, and DD/ORR

25X1B

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Strategic Weapons Intelligence -- The Soviet Heavy Bomber Program

A case study of the effort of ORR to resolve problems in estimating Soviet heavy bomber production, in support of national estimates of Soviet strategic capability.

a. Prospectus

- 1) Background
- 2) Nature of the estimative problem
- 3) Analysis of the problem by Air Force and other agencies
- 4) ORR approach to the problem
- 5) Implication of the differences
- 6) Impact of intelligence production on the NIE's
- 7) Resolution of the problem
- 8) A retrospective look at the estimates over time

b. Author:

Three months, April - June 1967

25X1A

c. Review:

D/ORR; DD/ORR;

25X1A

Strategic Weapons Intelligence -- The Soviet Nuclear/Missile
Submarine Program

A historical study of ORR's research in assisting the intelligence community to determine the status of the Soviet nuclear/missile submarine effort, during the early stages of the US Polaris program.

a. Prospectus

- 1) Emergence of the problem
- 2) Nature of the conflict between ORR, OSI, JAEIC, and GMAIC members
- 3) The contribution of ORR research and analysis
- 4) Impact of ORR research on community estimates
- 5) Resolution of the problem
- 6) Post mortem on effectiveness of research methods
- 7) Evaluation of the role of the interagency committees

b. Author:

[REDACTED]

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Six months, part time, April - September 1967

c. Review:

D/ORR; Ex/PS; Chief, M

Strategic Weapons Program -- The US-Soviet Strategic Missile Gap

Will review the buildup of ORR's capability to study Soviet production of strategic missiles, the techniques brought to bear on the problem, the relation of the ORR program to that of the community as a whole, and the contribution of ORR to the resolution of the missile gap controversy.

a. Prospectus

- 1) Origin of the problem
- 2) Organizational history of the ORR effort
- 3) Scope and nature of ORR research on the problem
- 4) Relationship of the ORR effort to community research on the program
- 5) How the problem was resolved
- 6) ORR contributions to the resolution of the problem
- 7) Evaluation of the ORR effort in retrospect

b. Author:

c. Review:

D/ORR; Chief, M; ADDI

Soviet Military Expenditures

Planned as a special history of ORR's development of methods to establish the level and composition of Soviet military expenditures, a function which ORR discharges as a service of common concern to the intelligence community and to policy makers in the US government.

a. Prospectus

- 1) Nature and significance of the problem
- 2) Early research efforts
- 3) Organizational history of the ORR program
- 4) The development of research methods
- 5) Scope of the ORR program
 - a) Manpower estimates
 - b) Expenditures by mission
 - c) Expenditure in rubles and dollars
 - d) Future estimates
- 6) Use of ADP
- 7) Impact of ORR support on the community
- 8) Historical assessment of validity of the estimates

b. Author:

25X1A

c. Review:

D/ORR; ADDI; Chief, M

C O N F I D E N T I A L

22 November 1966

MEMORANDUM FOR: Members of DDI Historical Board
and Historical Officers

SUBJECT : DDI Historical Program

25X1A

[Redacted] Chairman, DDI Historical Board, has notified you of a meeting to be held at 1000 p.m., 1 December.

2. There are attached copies of selected historical programs received from various DDI Offices. It might be of interest to you to read these papers prior to the meeting, as they may give rise to some new ideas which could be applied to your own programming.

[Redacted]
Executive Secretary
DDI Historical Board

25X1A

Attachments:
As stated

Distribution:

25X1A



HS, DCI (2)

C O N F I D E N T I A L

GROUP I
Excluded from automatic
downgrading and
declassification

Next 1 Page(s) In Document Exempt

STATSPEC

~~SECRET~~

17 November 1966

HISTORY OF THE COLLECTION GUIDANCE STAFF

AN OUTLINE

I. Introduction

A. CGS a late comer on the scene----less than three and one half years old.

B. Resulted largely from collection problems which developed during the 50's.

1. Proliferation of components levying requirements----costly, unable to coordinate effectively;

2. Inability to make best possible use of collection resources;

3. No effective means of collecting on a priority basis;

4. Duplicative collection requirements and reporting;

5. No effective means of evaluating reporting or collection systems.

C. Series of studies after 1960 to determine what should be done.

1. Joint Study Group Report of 1960;

2. A study of the CIA Requirements System, 1962;

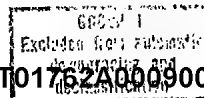
3. A Proposed CIA Requirement Registry, 1962;

4. Others.

D. By 1962 it was generally felt that central management of some sort was needed but a wide range of opinion existed as to what should be done.

1. Description of views then extant.

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E. Interim organizations established to begin to centralize the management of requirements and collection.

1. CIA Requirements Committee created 4 May 1962;
2. Requirements Support Group organized 4 May 1962;
3. A Staff Requirements Coordinator appointed and a Requirements Registry created 10 May 1962;
4. Requirements Coordination Staff organized 21 January 1963

F. Creation of an ad hoc task group to develop a plan for establishing and operating one all-source DD/I Collection Guidance and Support Center.

1. Description of the basic philosophy which developed;
2. The evolution of an organizational structure.

G. The Creation of the Collection Guidance Staff.

Created 10 June 1963

II. Mission

- A. Initial mission as described in
- B. Changes in mission since 1963.

III. Organization

- A. Description of original organization.
- B. Changes in original organizational structure.

SECRET

15 November 1966

MEMORANDUM TO: Historical Officer, DDI

SUBJECT: OBI Histories: Suggested Topics and Authors

1. The following topics are suggested for treatment in the OBI history program. They are listed in the order of our preference, on the assumption that no more than one study will be undertaken at a time.

a. Relationships of NIS Program with USIB and non-USIB Agencies.

(1) The role of the IAC (later USIB) Agencies as major cosponsors and principal consumers of the NIS Program. Their departmental contributions in intelligence production, evaluation, and other services; their performance over the past and trends in NIS participation. Principal NIS problems among the major agencies and lessons learned therefrom.

(2) The role of the non-IAC (non-USIB) members of the Intelligence Community re the NIS Program. Generation and development of departmental capabilities to meet NIS requirements. Coordination with other intelligence elements by CIA or thru other IAC/USIB members; resulting effectiveness of product; its use for non-IAC/USIB departmental purposes. Appraisal of past problems and indications for the future.

25X1A

Possible author:

25X1

CONFIDENTIAL

CONFIDENTIAL

25X1

[REDACTED]

2. At the 4 October meeting of the DDI Historical Board we were also asked to suggest provisions for reviewing the manuscripts when they are completed. We believe that they should be reviewed by officers currently responsible for the particular unit or program, and by former officers or analysts most closely connected with the activity at its inception and during its development.

[REDACTED]
Historical Officer, OBI

25X1A

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28 November 1966

SUGGESTED OCI HISTORICAL PROJECTS
(in order of priority)

1. The story of OCI publications - Designed to show how OCI has responded to its assigned missions and how Washington and world-wide subscribers have reacted to OCI's product. Included will be discussions of changing emphases in intelligence, in reader-interest, and in subscription lists.
2. The White House relationship - The story of OCI's growing contacts with the White House, handled statistically and substantively and reviewed from the point of view of formal and informal personal contacts, verbal and written briefings, special memoranda, and regular publications.
- 25X1 3. [redacted] - The history of the Watch Office, Situation Room, Operations Center, Indications Branch, National Indications Center, and Watch Committee in the context of OCI's mission to provide the most current intelligence possible.
25X1C
4. The liaison relationship - OCI's growing relationships and exchanges with representatives of foreign governments at home and abroad; [redacted]
25X1C [redacted]
5. Task force histories - OCI's response to the development of critical situations in Cuba, Vietnam, Dominican Republic, Kashmir, etc; lessons learned and techniques developed.
6. OCI and the NIS program - OCI's experience with the production of long-range intelligence.

SECRET - CIA INTERNAL USE ONLY

MEMORANDUM FOR:

F2-1

(Elaine: Pls pass this
to Soonest.
Thank you)

(DATE)

STATINTL

STATINTL

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED. (47)

Drex:

How does this strike you?

STATINTL

25X1

28 November 1966

SUGGESTED OCI HISTORICAL PROJECTS
(in order of priority)

1. The story of OCI publications - Designed to show how OCI has responded to its assigned missions and how Washington and world-wide subscribers have reacted to OCI's product. Included will be discussions of changing emphases in intelligence, in reader-interest, and in subscription lists.

2. The White House relationship - The story of OCI's growing contacts with the White House, handled statistically and substantively and reviewed from the point of view of formal and informal personal contacts, verbal and written briefings, special memoranda, and regular publications.

25X1 3. [REDACTED] - The history of the Watch Office, Situation Room, Operations Center, Indications Branch, National Indications Center, and Watch Committee in the context of OCI's mission to provide the most current intelligence possible.

25X1C 4. The liaison relationship - OCI's growing relationships and exchanges with representatives of foreign governments at home and abroad.

[REDACTED] 25X1

5. Task force histories - OCI's response to the development of critical situations in Cuba, Vietnam, Dominican Republic, Kashmir, etc; lessons learned and techniques developed.

6. OCI and the NIS program - OCI's experience with the production of long-range intelligence.

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Approved For Release 2005/06/08 : CIA-RDP79T01762A000900050001-4

Approved For Release 2005/06/08 : CIA-RDP79T01762A000900050001-4

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1 December 1966

MEMORANDUM FOR: Chairman, DDI Historical Board

SUBJECT: NPIC Historical Program

1. The following is tentatively suggested for treatment in the NPIC historical program.

A. A chronological history of NPIC (together with CIA/IAD) and lineal predecessor photo intelligence organizations within CIA. This would break into three periods of increasing complexity.

(1) The beginnings in 1952 and early development of a PI capability in the DDI Office of Research and Reports.

(2) The period 1955-60.

(3) NPIC and CIA/IAD (1961-66).

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from
automatic
downgrading
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declassification

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Approved For Release 2005/06/08 : CIA-RDP79T01762A000900050001-4

SUBJECT: NPIC Historical Program



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2. The papers would aim to present the concepts underlying the growth of NPIC and IAD photographic exploitation as an intelligence tool; external events which made growth crucial, the concomitant problems of intelligence production and support, research and development and management; solutions adopted; successes and failures.



Historical Officer, NPIC

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Distribution:

NPIC/TDS/TPS:



25X1A

-2-

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1 December 1966

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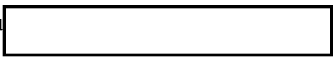


I went to a meeting of the DDI Historical Board this afternoon and came away with the following possibly useful thoughts:


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1)  seemed to want rather badly a chronological outline of each office's history fairly early on in the game to enable him and his board to do some coordinative thinking. The outline need not be extremely exhaustive and should be considered more as a preliminary effort than a final production. There will almost certainly be continuing pressure for OCI to produce one.


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2) Both  wanted identification of authors for specific projects as soon as possible.

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3)  raised a question as to why OCI had not submitted some sort of organizational history project - specifically the development of the OCI analyst over the years, noting changes in his capabilities and duties. I indicated that OCI preferred to start with a more broad-brush treatment which would indirectly reflect (through publications) all the things the OCI analyst was capable of producing.

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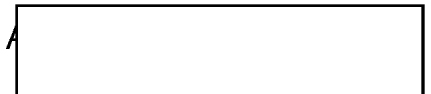
4)  also raised the question of OCI/ONE relations as a possible subject for treatment. I stated my thought that OCI's function of supplying current intelligence to assist ONE's deliberations and our review of NIE's was too narrow a subject for first priority consideration.

5) There seemed to be general agreement that all offices would get to work as soon as possible.

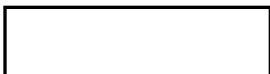
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6)  want to be notified before any office recalls retirees or extends the term of potential retirees for work on historical projects.

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OCI- 2273-66

7 December 1966

Minutes of Second Meeting
DDI HISTORICAL BOARD
1 December 1966

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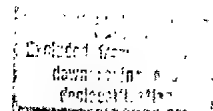
2. The Chairman called the meeting to order at 1400. He noted the official establishment of the DDI Historical Board and Historical Officer in the DDI Notice of 8 November 1966. He then discussed in general terms the concept and status of the DDI historical program, stressing the purposes to be served by the writing of histories and reviewing the various types of historical papers to be produced. [redacted] said that he appreciated the difficulty in finding the right people to prepare historical papers, but indicated that there were many alternatives and that each office should explore these with care and present its recommendations.

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3. [redacted] said he was very pleased with the initial programs as submitted by the DDI offices, noting that all had now been received in some form, but he felt that, in some cases, the programs would have to be further developed in order to permit useful evaluation. He placed particular emphasis upon the need for interpretation in historical writing - the "why" and the "how" as well as the "what" of important developments. He also pointed out that the programs as submitted would undoubtedly need modification as the actual writing progressed; he felt it was essential, therefore, that initial programs be approved and writing begin as soon as possible.

4. With reference to the preparation of over-all narrative histories, there was extended discussion. Although he thought considerable flexibility should be allowed, the Chairman felt that the preparation of a chronology of important events in each office should be undertaken at an early date, but that the narratives based thereon might be deferred until the more important monographs had been outlined in some detail. The chronology and the narrative might well be modified as work on the monographs progressed and additional topics might be identified for

* Member, DDI Historical Board



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separate treatment. A cutoff date of 31 December 1966 was agreed upon for the narrative histories. Each monograph would, of course, have its own initial and terminal dates depending upon the subject being treated.

5. The Chairman introduced a subject for consideration by the Historical Board at a future date, namely, the need for developing an awareness of the importance of "preserving the record" in order to facilitate the work of future historical writers. It was not apparent, he said, that any conscious of systematic effort was now being made to prevent the destruction of selected documents of historical value.

6. The Executive Secretary briefly reviewed the historical programs in the DDS and DDS&T. He then discussed the recruitment of officers for the writing of papers. Every effort should be made to have on-duty personnel write the short papers, such as monographs or special historical studies, and, where possible, narrative histories, although this is admittedly difficult. Once again it was pointed out that each office should try to identify prospective retirees, relieve them of other duties, and put them to writing histories during the last three to six months of their Agency employment. In some cases, it may be necessary to bring back annuitants and it was noted that one office expected to use three or four annuitants under contract. The Executive Secretary said he was not sure that the Executive Director would approve this, but that he would check it. He also reminded those present that the Chairman would have to be advised in advance of any proposed contracts so that these could be cleared with the Office of the DDI and the Executive Director

7. The Chairman and Executive Secretary then briefly discussed the historical programs as submitted by the various offices. It was noted that in several cases, they had omitted any mention of an over-all narrative chronological history. The Chairman asked that they submit outlines of such histories as soon as possible, even if it were their intention to write monographs first. He again asked that those offices which had not done so furnish him with the names of prospective historical writers and some rough estimate as to the dates when the histories would be finished, or a first draft completed. He also requested that specific reviewing officers be named for each paper as early as possible. It is proposed to submit to the DDI a tentative program for the several offices as soon as the essential data have been received.

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8. There was then a general discussion concerning various problems inherent in the program. The question of format and content was raised and [] said he was in the process of drafting a handbook which would act as a guide. This would be similar to the handbook recently produced by the Clandestine Services.

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9. [] asked that, in the case of offices that expected to use annuitants under contract, they furnish the Chairman with a memorandum stating what annuitants they wanted to put under contract and for what purpose. This should be done as soon as possible so that their requests can be cleared with the Office of the DDI and the Executive Director and contracts written.

10. The Chairman adjourned the meeting at 1520.

25X1A

[]
Executive Secretary
DDI Historical Board

SECRET


29 December 1966




You said you wanted to see a copy of the minutes of the second meeting of the DDI Historical Board, attached hereto.


With regard to paragraph 7, where most of the problems seem to lie, I think (a) that with a little more digging and filling in, the chronological outline I have already prepared can be made to satisfy the requirement for a chronological history of events,

(b) that the name or names of prospective author(s) should be officially submitted

25X1  for his report to the DDI,

(c) that individual papers should not take more than three months to complete in first draft; I base this on the assumption that the research and writing required would not exceed those of an NIS chapter of about 100 pages - which we normally complete in three months,

25X1 (d) that three or four of OCI's suggested historical topics could tentatively be promised  within a year, and

(e) that the names of D/OCI and Area Chiefs be submitted  as reviewing officers, whose duty it will be to approve OCI manuscripts. 25X1

23 January 1967

MEMORANDUM FOR: DDI Historical Officers

SUBJECT : Use of Annuitants for Historical Writing

ATTACHMENT : Memorandum from [redacted]
to DDI, "Use of CIA Annuitants as Independent
Contractors (Historical Writers)," 17 January
1967

25X1A

1. The attachment is forwarded for your information and guidance in engaging annuitants for the writing of historical papers.

2. Attention is invited to paragraph 2b regarding advance notice to the Chairman of plans to place annuitants under contract. Such notice should include a prospectus of the job to be done as well as information regarding the qualifications of the nominee. Arrangements will then be made to consult with the DDI Administrative Officer and with the Executive Secretary of the Board regarding the terms of the contract.

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3. Since [redacted] second report to the Executive-Director will be scheduled early in March, we plan to request a progress report from each of the DDI offices on 1 March and quarterly thereafter. A reminder and a reporting format will be issued before that date.

4. The initial plans of several of the DDI offices are still incomplete. It will be appreciated, therefore, if you will review your planning to make sure that we have received an outline or prospectus (not just the subject) of each proposed paper, the name of the author suggested, the probable dates for preparation, and the names or titles of the reviewing officials.

5. If I can be of any assistance in the development of your plans, please let me know. Additional copies of the Handbook, recently distributed, are available.

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[redacted]
Chairman
DDI Historical Board

S-E-C-R-E-T

GROUP I
Excluded from automatic
downgrading and
declassification

S E C R E T

17 January 1967

MEMORANDUM FOR: Deputy Director for Intelligence

ATTENTION : Chairman
DDI Historical Board

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SUBJECT : Use of CIA Annuitants as Independent
Contractors (Historical Writers)

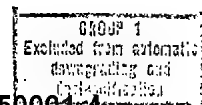
1. In general the historical writing program will be carried out most effectively by using individuals who can give full-time attention to the preparation of an historical paper. The "part-time" services that a staff officer can spare from his regular assignment may, in some cases, preclude a thorough job of researching, interviewing and writing. Short monographs or other historical studies can be prepared by on-duty personnel if they are not pressed for time, but it may be impractical to ask staff officers to write lengthy narrative histories of major components in addition to their other duties. In many cases, therefore, it will be necessary to engage uniquely qualified Agency annuitants as Independent Contractors to prepare the required historical studies.

2. A headquarters notice will soon be published setting forth the Agency's policy on the contractual re-hire of retired civilian Government employees. The notice will also contain general ground rules and procedures to be followed when such retired annuitants are rehired by contract.

3. There are set forth below a few guidelines which may assist you in the selection, hire and use of retired Agency annuitants as Independent Contractors to prepare required historical papers.

a. After the experience and qualifications of a prospective contractor have been reviewed and found to be acceptable by the component concerned, a memorandum of intent will be submitted to the Office of Security requesting approval to contact the individual for pre-contractual discussions.

S E C R E T



S E C R E T

b. In all cases the Chairman of the Board will be advised in advance of the intention of any component to place an annuitant under contract. There may be exploratory discussions with the proposed contractor, but no commitments will be made until the Chairman has received approval from his Deputy Director and from the Executive Director-Comptroller.

c. The nature, extent and complexity of the proposed historical study(ies) are among the items to be considered in proposing a contractual fee. If an individual is engaged to write one study, he will be paid a fee for that study; if engaged to prepare several studies, he may be compensated on a retainer fee basis. It is felt that normally an historical writer engaged as an Independent Contractor should not be paid a fee in excess of per year. In no event will the individual's fee plus his annuity exceed the current salary of his grade and step held at time of retirement. The Executive Secretary of the Board and the component concerned will jointly discuss the terms of the proposed contract with representatives of the Contract Personnel Division, Office of Personnel.

d. It will be the responsibility of the using component to obtain an appropriate security approval for the individual's contract use.

e. Contracts will be prepared by the Contract Personnel Division, Office of Personnel. Most will be written for a period of 2 to 6 months, depending upon the time estimated to complete the study. Contracts with retired annuitants paid on a retainer fee basis will normally be written for a period of one year. Renewal of a contract may be requested when warranted. All contracts will contain a clause providing that the Government may terminate the agreement for any reason upon a specified number of days' notice.



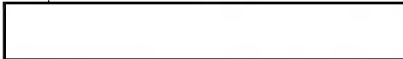
S E C R E T

g. A work plan should be arranged with the individual in which measurable progress points are established.

h. The sensitivity of the subject, classification and amount of documents required as well as the classification of the ultimate historical paper may make it mandatory that all work be performed within the secure confines of an Agency installation. If such is the case, the contract should so state.

i. Limited expenses to include travel and per diem may be permitted in the contract for essential research interviewing. In each instance such expenses should be specifically approved in advance by an authorized Agency representative.

SIGNED


Historical Staff/DCI

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S E C R E T

6 February 1967

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MEMORANDUM FOR:

SUBJECT : OCI Historical Projects

1. In reviewing the status of the various historical projects within the DDI, I find that we have no information regarding the OCI program other than your suggested list of topics dated 28 November 1966.

2. I presume that you have begun the preparation of one or more of the proposed papers and that you may have undertaken some further refinement or elaboration of your list. It will be appreciated if you will make available to the committee your tentative outlines of the papers you are now working on and a statement of any changes you propose in the selection of projects.

3. You will recall that it was suggested that each office prepare a basic chronology of important developments at an early date even if a narrative based thereon was not planned at this time.

4. I think it would be useful if we were to meet and discuss your projects when the data noted above are available. In the meantime, if I can assist you in any way, please let me know.

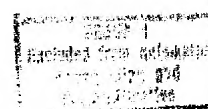
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Chairman
DDI Historical Board

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Copies:

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13 October 1969

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MEMORANDUM FOR: [REDACTED] OCI Historical Officer

SUBJECT : Publication of OCI Historical Monograph

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1. The DDI Historical Board has reviewed the manuscript of [REDACTED] monograph on the "Briefing of the President-elect" and recommends that it be published in the regular series. We found it to be a very worthwhile and interesting contribution to the historical program. It is in the nature of an historical note or a memorandum for the record, but it is the kind of information that we are anxious to have preserved. Although not all such historical fragments will be of the same order of importance or interest, I think it very desirable that they be committed to paper while the events are still fresh in the minds of the participants. I understand that Messrs.

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[REDACTED] have read the manuscript and also find it acceptable for publication in the regular series.

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2. Because of the special classification of this document, I suggest that the same arrangements apply as in the case of [REDACTED] paper (OCI/1). [REDACTED] can provide the covers but the actual binding and final issuance can be handled with OCI facilities. [REDACTED] advises me that the Historical Staff will not request a copy. Only two official copies need be prepared - one for OCI and one for the DDI Historical File. OCI should assign the controls that it wishes to be applied to access to the document.

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3. This paper will be designated OCI-2 and will be controlled by OCI. The original with [REDACTED] signature on the inside title page will be filed in OCI; a xerox copy of this signed page may be used for the second copy to be forwarded to the DDI Historical Board. The inside title page should conform generally to the sample enclosed.

Enclosure

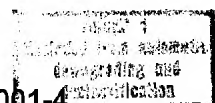
Copies:

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[REDACTED]
DDI Historical Officer
Chairman, DDI Historical Board

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OFFICE OF CURRENT INTELLIGENCE
(OCI)

History of the
(Title of Paper)

by

[Redacted]

(Title or Position)

25X1A

(Signature)

[Redacted]

Director of Current Intelligence
Central Intelligence Agency

25X1

October 1969

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